



## **APPENDIX I DESIRABLE ATTRIBUTES**

The First Vice-President is an Officer on the Board of Directors and as such is responsible for the operation of the world's leading public safety communications organization. To effectively serve the organization, candidates should consider their background, education and experience with regard to the following desirable attributes:

1. **Leadership Skills:** The Association is a sizable not-for-profit corporation that has thousands of members and approximately sixty (60) full-time employees. Many of the Association's members volunteer their time and talent toward helping the Association achieve its goals. Candidates should consider their ability to serve as a top-level executive of such an organization.
2. **Budgeting Skills:** The Association has a multi-million-dollar annual budget supporting widely varied goals and objectives. Candidates should consider their ability to develop and administer such a budget.
3. **Contracting Skills:** Officers on the Board of Directors should be familiar with the development of contracts for goods and/or services to include negotiating such contracts. They also should be familiar with the administration and enforcement of such contracts.
4. **Meeting Skills:** Officers on the Board of Directors either conduct meetings or represent the Association in various meetings. They need to handle sensitive issues/discussions as confidential and/or proprietary to not violate the Association's trust. Candidates should consider their inter-personal skills, negotiating skills, ability to work with a varied group of individuals, and ability to bring such a varied group to consensus.
5. **Communication Skills:** Officers on the Board of Directors represent the Association in a variety of ways. These may include speaking to both large and small groups of people, presenting the Association's viewpoint to elected and appointed officials both verbally and in writing, and preparing statements and articles for publication in magazines, newspapers, and other media. Candidates should consider both their public speaking and writing skills.
6. **Ability to Travel:** Officers on the Board of Directors represent the Association at a variety of meetings and other functions. While most travel is to the Washington, D.C. area, travel may be required to any part of the United States and, in some cases, to other countries.
7. **Proper Decision Lens:** Officers on the Board of Directors should exercise independent judgement with the care an ordinarily prudent person in a like position would exercise and in a manner reasonably believed to be placing the best interests of APCO-International over that of one's Chapter, Region, or own personal interest. Officers should also be intellectually flexible enough to take a stand during deliberations, but ultimately support the consensus of the Executive Committee and/or Board so as not to undermine the Association's position or create needless confusion.
8. **Conduct Above Reproach:** Officers on the Board of Directors shall adhere to the Member Conduct in this Policy Manual and comport themselves at all times in a manner that members and staff could emulate, uplifts the Association brand, reflects a professional demeanor in person and online, and avoids both real and perceived conflicts of interest. Throughout an Officer's tenure, one's primary employment must qualify under the Full Member category and an Officer is prohibited from other forms of engagement (paid or unpaid) not required by one's primary employer and from any secondary form of employment (e.g., training, consulting) related to public safety communications.